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**Sports Development Report 2011/2012**  
Analysis of the situation of sports clubs in Germany

Abbreviated Version

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## Sport clubs in Germany

### 1 Summary

The sport clubs in Germany prove to be well adaptable elements of stability in a rapidly changing society. The intention of sport clubs in Germany to offer a public welfare orientated sports supply is expressed in their objectives. Amid the variety of club objectives, particular importance is placed upon transmitting values (e.g., fair play, tolerance), offering affordable sports opportunities, and enabling people with a migration background to participate in sports. Clubs notably value a sense of community and conviviality and therefore seek to promote the equal participation of girls/women and boys/men. Sport clubs still reliably offer financially attractive opportunities to practice sports to a broad population. Half of all sport clubs charge a maximum monthly membership fee of € 2.50 for children, € 3.00 for adolescents, and € 6.00 for adults. Furthermore, almost 70 % of all clubs have discount rates for families or pensioners.

Sport clubs prove to be adaptable when it comes to coping with new social challenges. This becomes clear with respect to school policies. Currently, 17.8 % of all German sport clubs cooperate with an all-day school.

Nevertheless, the growing problems associated with club management must not be ignored. Problems faced by sport clubs most notably relate to the recruitment and retention of volunteers, of adolescent elite athletes, of coaches/instructors, of referees/officials, and of members. Problems related to commercial competitors are also a growing threat. In contrast, problems related to the supply of sports facilities and financial matters have decreased slightly over the last two years. This notion is supported by the fact that almost 80 % of all sport clubs in Germany have a positive balance or at least break-even in their profit and loss account.

Nevertheless, every third sport club indicates that its existence is threatened. The most frequently named reasons for that are difficulties in the recruitment and retention of volunteers and members. The time-consuming effects of all-day schools and 8-year academic high schools impact on the training situation of the clubs and thereby represent substantial threats to almost 4,000 sport clubs.

## **2 Importance of sport clubs for Germany (knowledge of argumentation)**

Sport clubs in Germany contribute significantly to public welfare. The more than 91,000 clubs represent an imperative foundation for the areas of elite, mass, recreational, and health sports.

### **2.1 The club philosophy**

Conspicuously, sport clubs in Germany are not content with the mere organisation of a simple sports supply. Rather, the orientation of offers by sport clubs is in the interest of public welfare.

Within the wide range of their objectives, it is especially important that sport clubs (1) transmit values such as fair play and tolerance, (2) offer an affordable opportunity to practice sports, and (3) provide the opportunity for people with a migration background to practice sports. Sport clubs also (4) value the sense of companionship and conviviality and want to (5) promote the equal participation of girls/women and boys/men (see Figure 1). Consequently, sport clubs can be understood to significantly differ from other sports providers.

The indices<sup>1</sup> show that the self-consciousness of the clubs to engage as an actor in the area of youth sports and offerings for older people is slightly declining. Also the orientation towards competitive sports and pride about associated success is slightly declining. On the other hand the self-concept of enabling migrants, families, and low-income earners to participate in sports is increasing. It is noticeable that the sport clubs now are on average looking less optimistically towards the future compared to the situation two years ago, and put less emphasis on the quality of the sport supply. However, the absolute value is still on a high level and it can be seen that sport clubs are still putting a lot of emphasis on the qualifications of their coaches and instructors. In addition, sport clubs are of the opinion that they should stay non-profit organizations and proceed on their current track (see Figures 1 and 2).

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<sup>1</sup> See section 5.4 for the calculation of the indices.

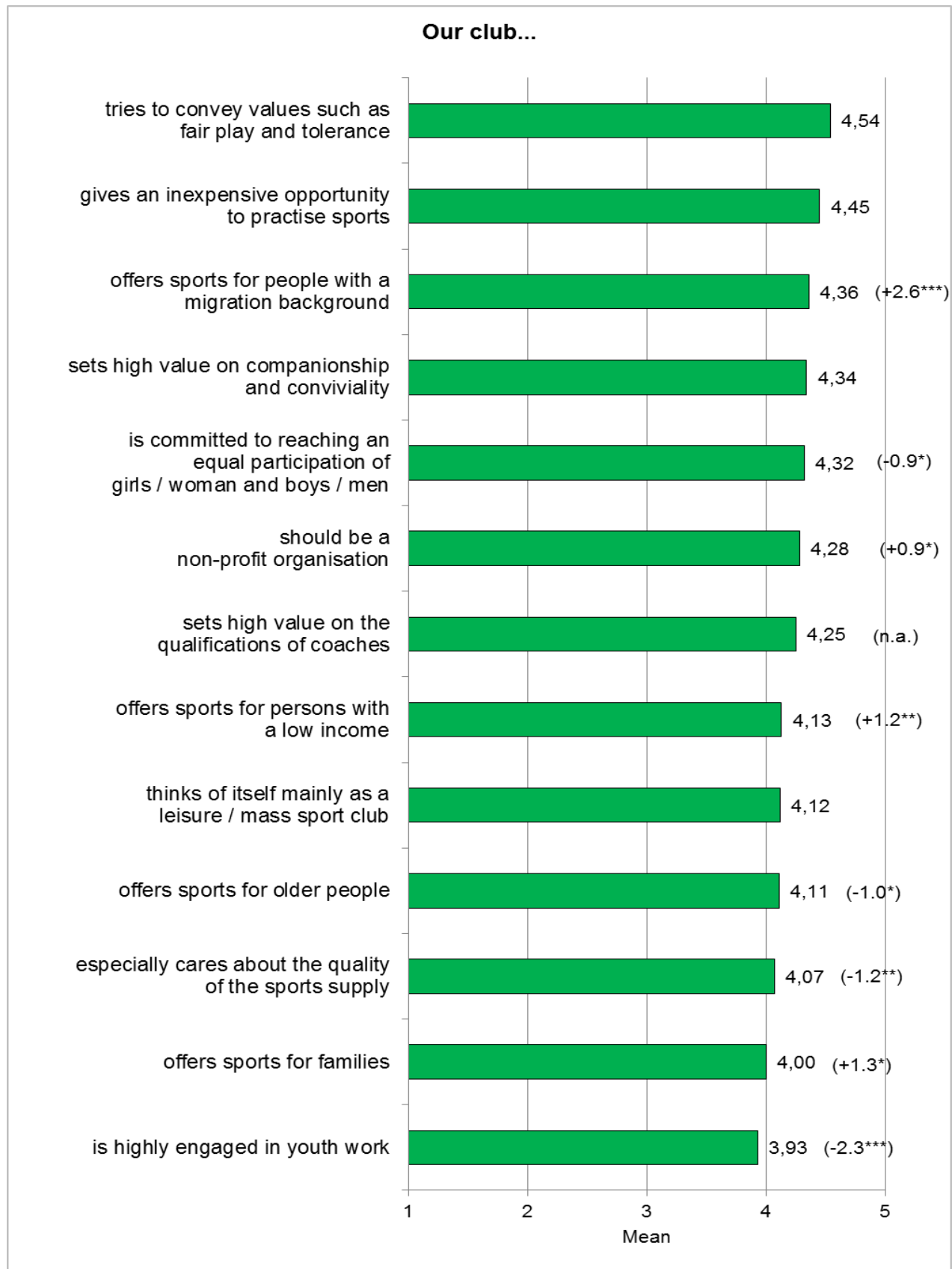


Figure 1: Goals of sport clubs and their development (part 1; 1=totally disagree to 5=totally agree; index in brackets: 2009=0; n.a.=not available 2009/10).

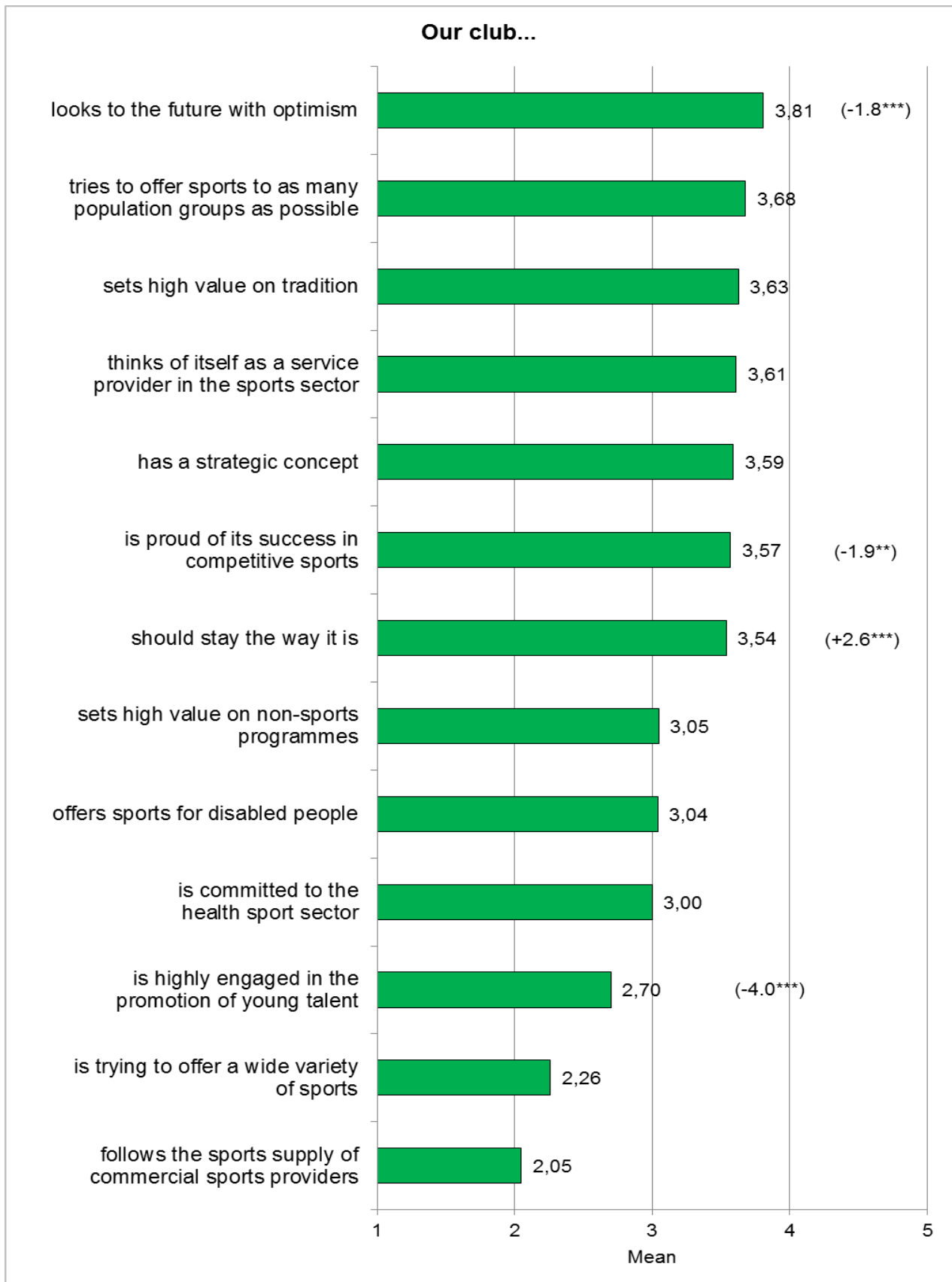


Figure 2: Goals of sport clubs and their development (part 2; 1=totally disagree to 5=totally agree; index in brackets: 2009=0).



## 2.2 Sports supply for the population

The aim of sport clubs to offer an affordable sports supply to the population is mirrored in the clubs' membership fees and admission fees. Sport clubs guarantee organised sports programmes which are affordable to the mass population. Consequently, half of all sport clubs charge a maximum monthly membership fee of € 2.50 for children, € 3.00 for adolescents, and € 6.00 for adults (see Table 1).

*Table 1: Monthly membership fees in sport clubs.*

Monthly fee for	Median <sup>2</sup> (in €)
Children	2.50
Adolescents	3.00
Adults	6.00

Taking into consideration demographic developments and the present difficult financial situation in some households, sport clubs offer special fees for seniors and families (see Table 2).

*Table 2: Reduction on membership fees.*

	Share of clubs (in %)	Clubs (total)
Reductions present	69.9	63,700

Without sport clubs, elite sport in Germany would be hard to imagine. 10 % of sport clubs (more than 9,100) have national squad athletes at the D/C-, C-, B- or A- squad level and consequently form the basis for elite sport in Germany (see Table 3). However, there is a significant decline between 2009 and 2011 of sport clubs having athletes at this level. This indicates concentration processes within the field of competitive sports in sport clubs.

*Table 3: Sport clubs with national squad athletes.*

	Share of clubs (in %)	Clubs (total)	Index (2009=0)
National squad athletes present	10.0	9,100	-28.6***

<sup>2</sup> The median is described as the number separating the higher half of the distribution from the lower half. The median is less prone to outlier values than the mean value ("average").

## 2.3 Voluntary commitment

A central feature of the public welfare character of German sport clubs is presented by the voluntary commitment. This accounts for the board level as well as for the executive level<sup>3</sup>. Altogether, German sport clubs comprise 0.75 m volunteers on the board level. There are about 0.58 m positions held by men and 0.23 m by women (see Table 4). Between 2009 and 2011 the number of positions on the board level hold by volunteers significantly decreased.

*Table. 4: Voluntary positions and their development (n.a.=not available 2009/2010).*

Number of volunteers	Mean	Total	Index (2009=0)
on the board level	8.2	747,000	-8.9***
other functions	0.7	63,800	n.a.
male	6.4	583,300	n.a.
female	2.5	227,900	n.a.
total	8.9	811,200	n.a.
working hours per volunteer (hours/month)	15.4	12,493,000	n.a.

On average, a volunteer at the board level works 15.4 hours per month. Nationwide this adds up to 12.5 m working hours which are served in the sport clubs every month in order to attain public welfare purposes. This results in a nationwide monthly added value of € 187 m and a yearly added value of € 2.25 bn at board level only. It is important to note that in this calculation the performance of secondary volunteers within special employment contexts (festivals, sporting events, renovations, cleaning etc.) and volunteers at the executive level is not considered<sup>4</sup>.

The results of the survey on the age of the volunteers show some interesting findings. With an average age of 53.6 years, the position of the chairman of the board is filled with the highest age, whereas the position of the youth director is filled lowest, with an average age of 38.4 years. The age of other position holders is between 42.3 and 52.1 years (see Table 5).

<sup>3</sup> In this wave of the Sport Development Report the positions at the executive level have been asked for in the department survey. The focus at this point is on voluntary positions at the board level.

<sup>4</sup> The third wave of the Sport Development Report revealed that members of German sport clubs are active in 1.85 m voluntary positions and a further 7 m work as secondary volunteers at special occasions (cf. Breuer & Wicker, 2011).

*Table 5: Volunteers' age.*

Volunteers' age	Mean	Median
Chairman of the board	53.6	54.0
Deputy chairman of the board	49.6	50.0
Voluntary director	52.1	52.0
Treasurer	50.2	50.0
Youth director	38.4	40.0
Sport director	46.7	47.0
Press spokesman	46.5	46.0
Mass sport director	50.0	50.0
Secretary	47.0	47.0
Other members of the board	44.0	45.0
Head of department	42.3	43.0
Other functions	47.4	48.0

## 2.4 Qualifications of employees

The volunteers and paid staff are equipped with several formal qualifications: 41.6 % of the sport clubs have coaches with a DOSB (German Olympic Sports Confederation) licence and 36.6 % have instructors with a DOSB licence<sup>5</sup>. More than half of the clubs have coaches or instructors with other formal qualifications<sup>6</sup>. However, more than half of all sport clubs also employ coaches or instructors without a DOSB licence or other formal qualification (see Table 6).

*Table 6: Qualifications<sup>7</sup> of employees in sport clubs.*

	Share of clubs (in %)	Clubs (total)
Coaches with DOSB licence	41.6	37,900
Instructors with DOSB licence	36.6	33,400
Coaches/instructors with other formal qualifications	50.3	45,800
Coaches/instructors without a DOSB licence or other formal qualifications	51.0	46,500

<sup>5</sup> DOSB licence: Instructor, coach, club manager licences of the DOSB member organisations.

<sup>6</sup> Internal qualifications of sports confederations, e.g. DLRG (German Lifeguard Association), university degrees, international qualifications, etc.

<sup>7</sup> Taking into account the highest formal qualification of a person.

On average, sport clubs employ almost seven coaches/instructors with some kind of formal qualification and about four coaches/instructors without a qualification. The majority work on a voluntary basis, regardless of the qualification. The biggest share of paid staff work as coaches with a DOSB licence (see Table 7).

*Table 7: Volunteers and paid staff according to qualification.*

	Number of people (mean)	Of which are volunteers <sup>8</sup> (mean in %)	Of which are paid staff <sup>9</sup> (mean in %)
Coaches with a DOSB licence	2.0	85.4	14.6
Instructors with a DOSB licence	2.5	93.9	6.1
Coaches/instructors without a DOSB licence	2.8	92.2	7.8
Coaches/instructors without a DOSB licence or any other formal qualification	3.7	95.5	4.5

Across all qualifications, 32.1 % of all employees in sport clubs are women. Here, the biggest share of women can be found among instructors with a DOSB licence and the lowest share among coaches with a DOSB licence (see Table 8).

*Table 8: Share of women according to qualification of employees.*

	Share of women (Mean in %)
Coaches with a DOSB licence	28.3
Instructors with a DOSB licence	41.1
Coaches/instructors with other formal qualification	33.5
Coaches/instructors without DOSB licence or any other formal qualification	30.2
Total	32.1

<sup>8</sup> Persons who receive no remuneration or a maximum remuneration equivalent to € 2,100 per year.

<sup>9</sup> Persons who receive a reimbursement/salary of more than € 2,100 per year.

## 2.5 Health care

Nearly one third of the sport clubs in Germany offer programmes with the objective of health promotion, prevention, and rehabilitation and therefore contribute significantly to the health care of the population. Overall, on average 11.8 % of the sports programmes have such a health care application (see Table 9).

*Table 9: Sport clubs with sports programmes in the health care section and their development.*

	Share of clubs (in %)	Index share of clubs (2009=0)	Share of sports programmes (Mean in %)	Index share of sports programmes (2009=0)
Health promotion and primary prevention	29.7	-6.5**	9.6	
Rehabilitation/tertiary prevention	4.4		1.0	+33.3**
Disabilities/chronic diseases	4.8		1.2	
Sum of categories related to health care	31.4	-3.1*	11.8	

Compared to 2009, the share of sport clubs offering programmes in the field of health promotion and primary prevention as well as in the overall health care related programmes is slightly decreasing. However, the share of sport clubs providing these programmes is still on a relatively high level and the share of health care related programmes is stable or even increasing. The latter especially accounts for rehabilitation and tertiary prevention. In this field there is a significant increase in programmes. It seems that sport clubs providing such programmes have developed above the average level. The importance of programmes related to health care is backed by the fact that 34.8 % of all sport clubs are aware of the SPORT PRO GESUNDHEIT certificate. However, only 8.7 % of all clubs offer programmes that have been awarded this certificate (see Table 10).

*Table 10: Supply health related sports programmes.*

	Share of clubs (in %)	Clubs (total)
Aware of SPORT PRO GESUNDHEIT certificate	34.8	31,700
Offer SPORT PRO GESUNDHEIT programmes	8.7	7,900

50 % of all clubs supplying sports programmes with the SPORT PRO GESUNDHEIT certificate offer on average four SPORT PRO GESUNDHEIT courses. According to the clubs, the subsidies to these courses by health insurance companies are of significant importance. On a scale from 1 (not important) to 5 (very important) the average is 3.6, which means that almost 60 % of all clubs believe that the subsidies are important or even very important.

Further, the DOSB developed the SPORT PRO FITNESS certificate over the last two years. The awareness of this certificate within the sport clubs lies around 17.6 % (a total of 16,000 clubs) and therefore significantly under the awareness of the SPORT PRO GESUNDHEIT certificate. One reason for that could be the recent introduction of the certificate and another the low share of sport clubs with an own gym<sup>10</sup>. Only 3.3 % of all clubs indicate to have a club-owned gym (see Table 11).

*Table 11: Fitness.*

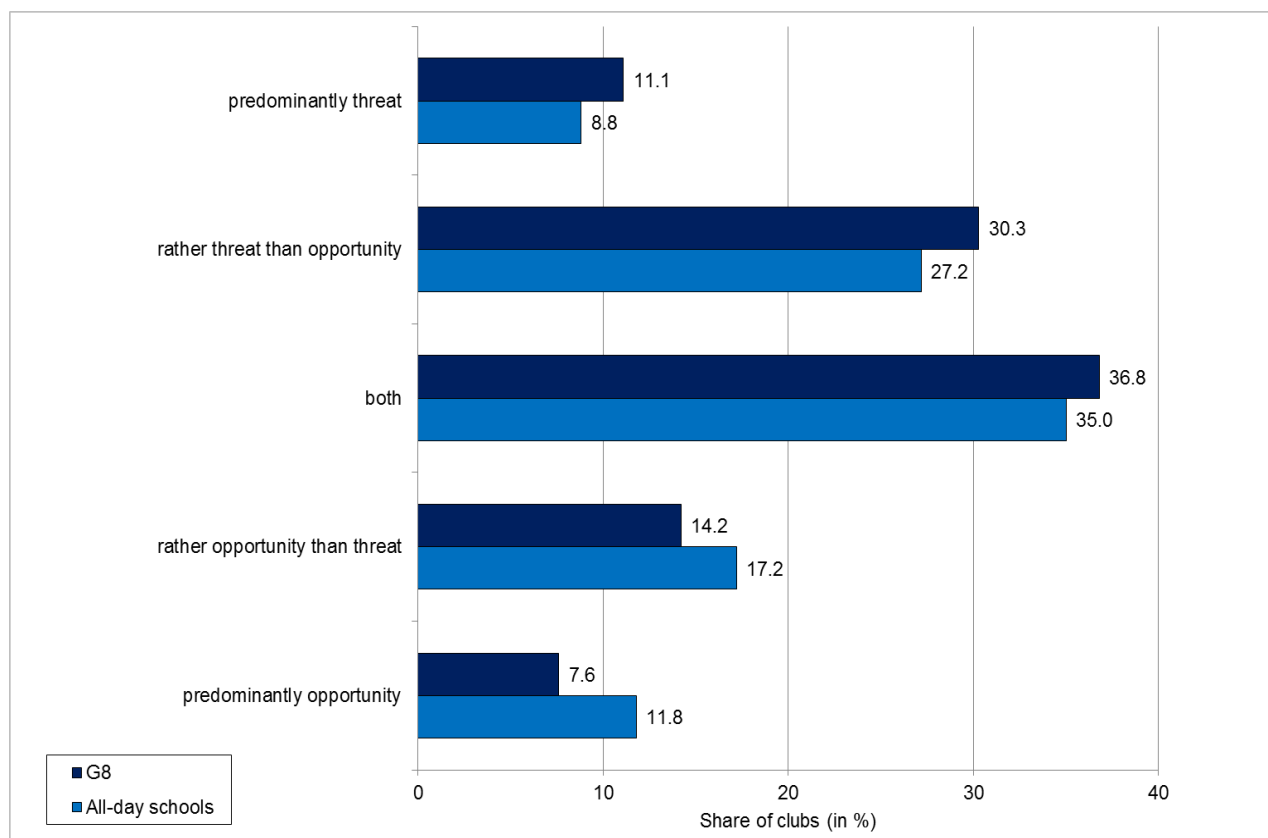
	Share of clubs (in %)	Clubs (total)
Club owned gym	3.3	3,000
Aware of SPORT PRO FITNESS certificate	17.6	16,000

## 2.6 Collaboration with all-day schools and 8-year academic high schools

Developments in school politics with respect to the changes for all-day schools (ADS) and eight-year academic high schools (G8) are also of importance for German sport clubs. This is shown by the clubs' evaluation of the effects such changes might have on the development of the sport clubs (see Figure 3).

<sup>10</sup> Clubs have been asked for the existence of an own gym. A further differentiation by size is not possible at this point.

Overall, the G8 is viewed more critically than the ADS. In total, 41.4 % of the sport clubs agree with the statement that the G8 is more a threat than an opportunity for the development of sport clubs. In contrast, 22 % are of the opinion that this form of school is more an opportunity. All-day schools are seen as an opportunity by 29 % of all clubs and 36 % see their development threatened by all-day schools. It is noticeable that the majority of the sport clubs (36.8 % for G8 and 35 % for GTS) have no clear opinion. This might indicate that G8 and ADS are offering both threats and opportunities, or that the experiences with these rather new forms of schools are insufficient for clubs to make a clear statement. At present, 52.9 % of the sport clubs are not aware of the consultancy offers by the sport confederations and federations. In contrast, 31.8 % are aware of these offers and satisfied with them. 15.3 % are unsatisfied.



*Figure 3: Assessment of the sport clubs regarding all-day schools (ADS) and 8-year academic high schools (G8) (share of clubs in % that agree with the answer options).*

Overall, 17.8 % of all sport clubs indicated that they are cooperating with ADS (see Table 12).

*Table 12: Cooperation with all-day school.*

	Share of clubs (in %)	Clubs (total)
Cooperation with all-day school	17.8	16,200

Cooperation exists in various ways (multiple answers where possible). Predominantly, sport clubs and all-day school prepare their offers together (62.3 %); 43.7 %, of all cooperating clubs rely on a contract. These include mainly cooperation agreements. Furthermore, 34 % of the cooperating clubs use the sport infrastructure of the school. Project groups also form a basis for cooperation (4.1 %; see Table 13). 36.6 % of the clubs cooperating with ADS get invited to meetings, conferences, and similar events by the schools in the course of the cooperation.

*Table 13: Composition of cooperation with ADS.*

	Share of cooperating clubs (in %)	Share of clubs (in %)	Clubs (total)
Club uses school's sport facilities	34.0	6.0	5,500
Joint preparation of offers	62.3	11.0	10,000
Binding foundation (e.g. cooperation agreement)	43.7	7.7	7,000
Project groups	4.1	0.7	600
Other	14.7	2.6	2,400

Clubs not cooperating with all-day schools (82.2 %) named several reasons for not doing so (see Figure 4). By far the most frequent reason mentioned is the location of the ADS or the distance between the club and the ADS (27.1 %). The second most often named reason is the lack of instructors, which is related to a lack of time. During the times instructors are needed the most, say during the day, they are often occupied due to their regular jobs and are therefore not available for volunteer work. Further frequently named reasons for non-cooperation are the club's member structure (e.g. mainly sports for elderly), or a poor fit between the sport and school (e.g. clubs with shooting sports indicated that a cooperation is not possible due to a number of factors). A general lack of interest in cooperation, from both school and sport club, was also an often-mentioned reason. Besides the mentioned reasons, factors like time, club structure, and availability of sports facilities/material play an important role. There are also clubs already cooperating with other forms of schools (see Breuer & Wicker, 2011) or which are still working to develop a cooperation. There are just a few clubs which have had bad experiences with cooperations and therefore are not willing to cooperate anymore.



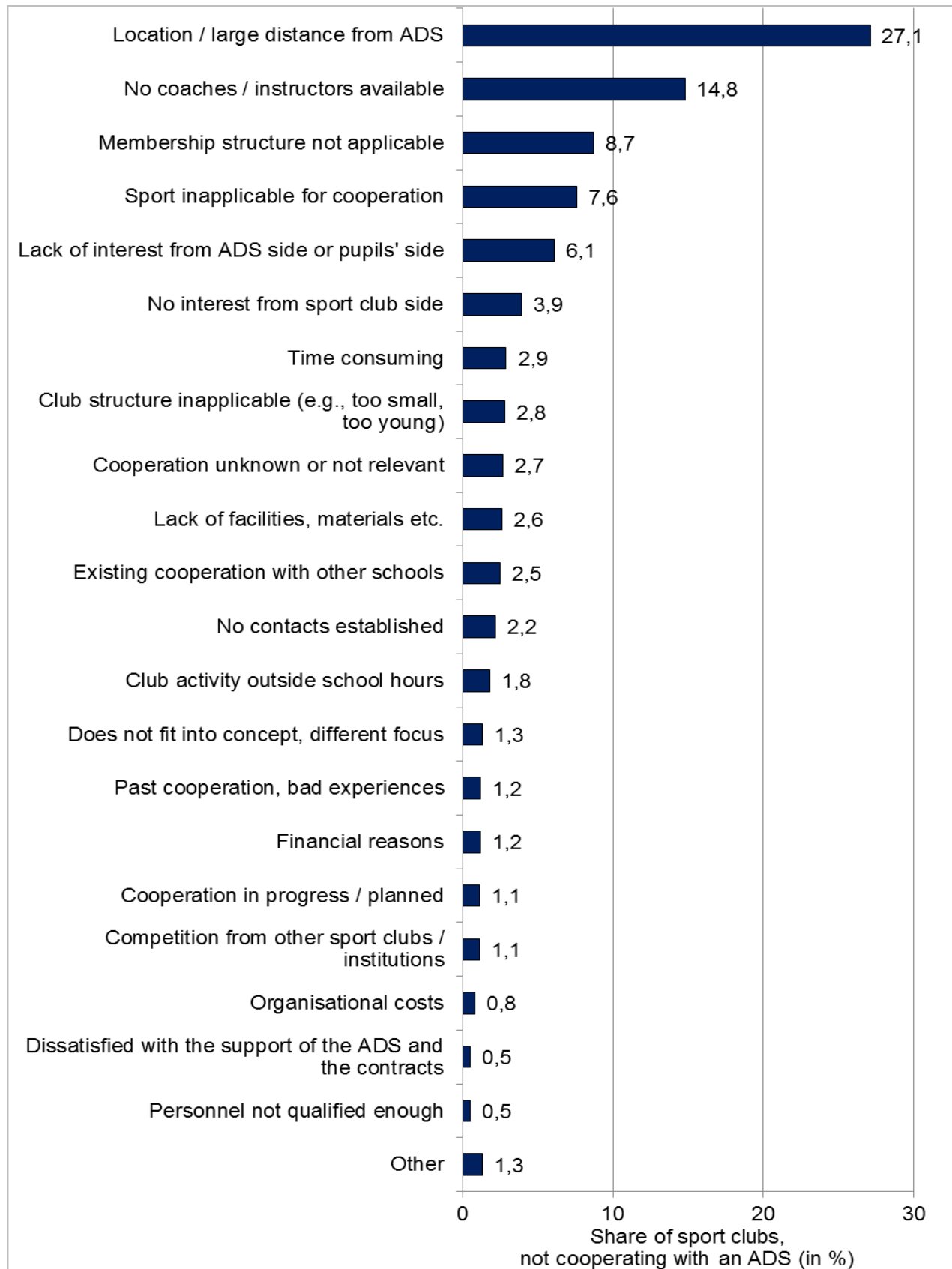


Figure 4: Reasons for non-cooperation with all-day schools (share of clubs in % that are not cooperating with an all-day school).

In order to implement a successful cooperation between ADS and sport clubs several factors should be considered (see Figure 5). According to the clubs, the most important factor is the availability of qualified coaches, instructors, and teachers: 43.8 % of the clubs named that as a factor of success. One third named interest from both sides and motivation as crucial. Furthermore, 21.5 % put emphasis on good coordination, proper communication, and a well-developed concept. 17.8 % of the clubs are of the opinion that attractive offers are a key criteria. Further important factors are time (15.8 %), infrastructure (15.7 %), financial support/adequate remuneration (13.4 %), availability/closeness (13.4 %), active support by the school (12.4 %), and qualified contact persons (12.1 %). Moreover, factors such as tolerance and integration or trust and sustainability play a significant role. Also, support from parents is named as a crucial factor, as well as professional planning and organisation, and advertising and public relations.

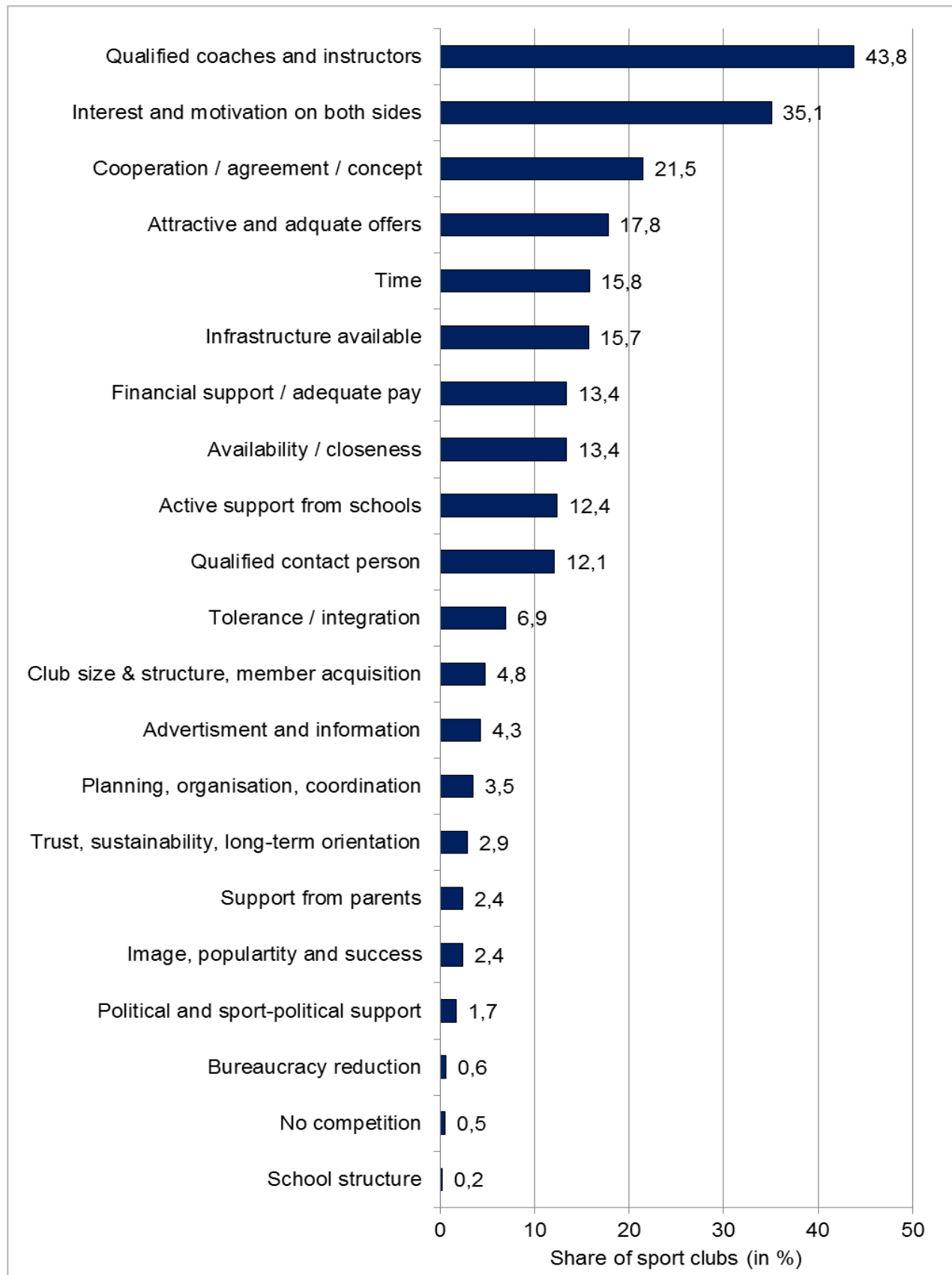


Figure 5: Critical factors for successful cooperation with all-day schools (share of clubs in %).

### **3 Possibilities and need for support (knowledge of action)**

#### **3.1 General and existential problems**

Despite all the remarkable performances of sport clubs it cannot be said that the situation of the sport clubs is without problems. Problems are evident with reference to the recruitment and retention of (1) volunteers, (2) adolescent elite athletes, (3) coaches/instructors, (4) referees/officials, and (5) members. The need for support further exists in light of the (6) demographic change in the regions and (7) the number of laws, orders, and directives facing sport clubs, which are often categorised as too high and problematic (see Figure 6).

In the last two years the perceived severity of problems relating to the recruitment and retention of volunteers has significantly increased (see Figure 6). At the same time the problems related to the recruitment and retention of members, coaches/instructors, adolescent elite athletes and referees/officials have intensified. Also, problems regarding the impact of all-day schools and G8 on training, as well as the local competition from commercial sports providers and other sport clubs increased. Furthermore, demographic changes persist as a significant problem.

The only moderate severity of problems on average should not detract from the fact that 35.5 % of all sport clubs in Germany (32,400 of 91,148 nationwide) have at least one existential problem. This share significantly increased between 2009 and 2011, largely due to the intensification of certain of these existential problems. Here, the recruitment and retention of volunteers is an existential problem for almost 12.4 % of the clubs. For 8.2 % of the clubs the recruitment and retention of members as well as adolescent elite athletes (6.9 %) and of coaches/instructors (5.7 %) presents existential problems. Furthermore, 5.6 % of the clubs feel threatened by the number of laws, orders, and directives. Those existential problems attributable to the impact of all-day schools and G8 on training and in the field of recruitment and retention of volunteers, members, coaches, and instructors have particularly increased.

By contrast, problems related to the number of laws, orders, and directives, costs of competition, the financial situation of the clubs, the availability and condition of sports facilities and the fit of sports facilities have decreased (see Figure 7).

Overall, one must consider the diverse relationships and mutual reinforcements of the displayed problems. For example, the consequences resulting from the development of all-day schools can impact upon the recruitment and retention of members and adolescent elite athletes.

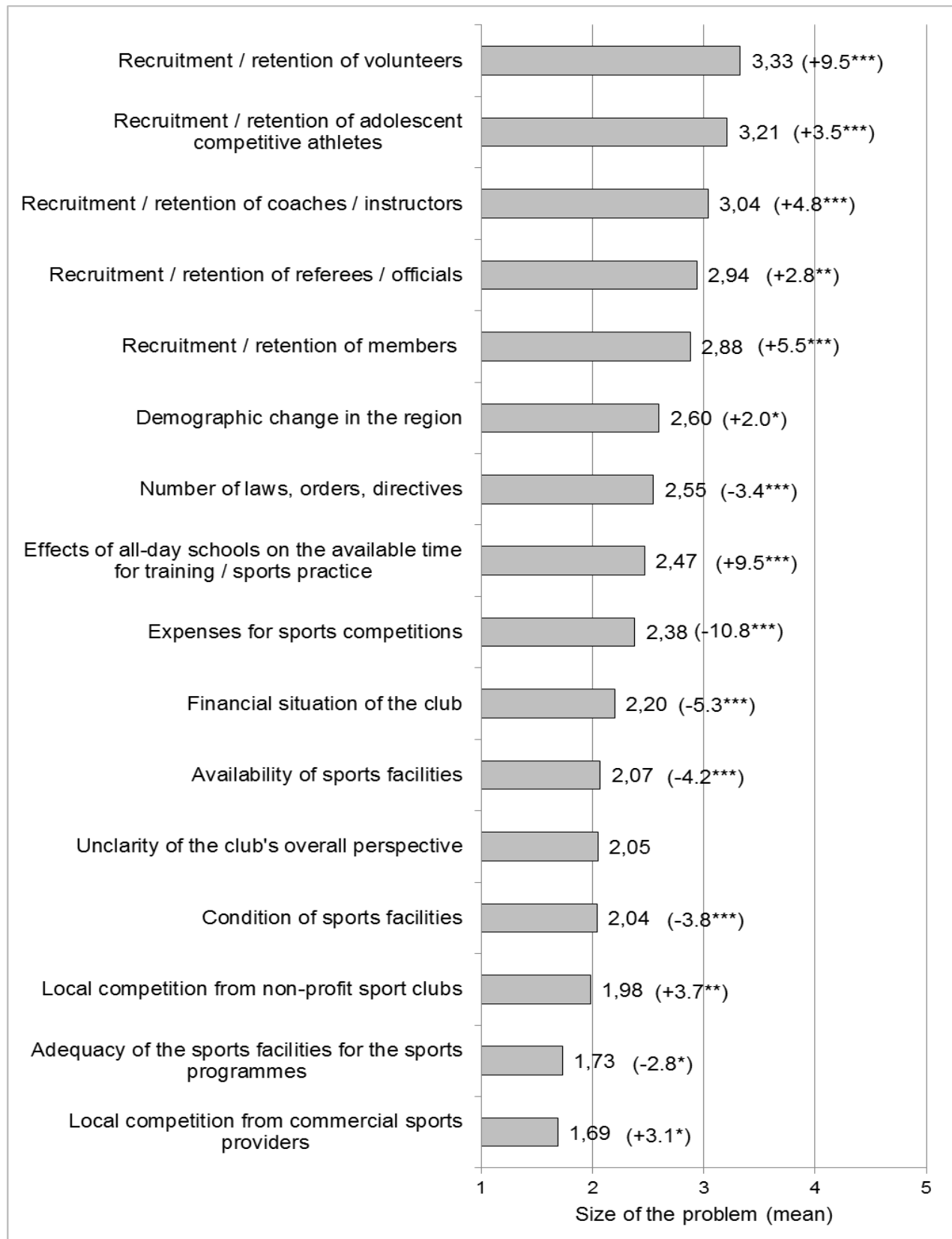


Figure 6: Problems of the sport clubs sorted by the size of the problem and their development (1=no problem, 5=a very big problem; index in brackets: 2009=0).

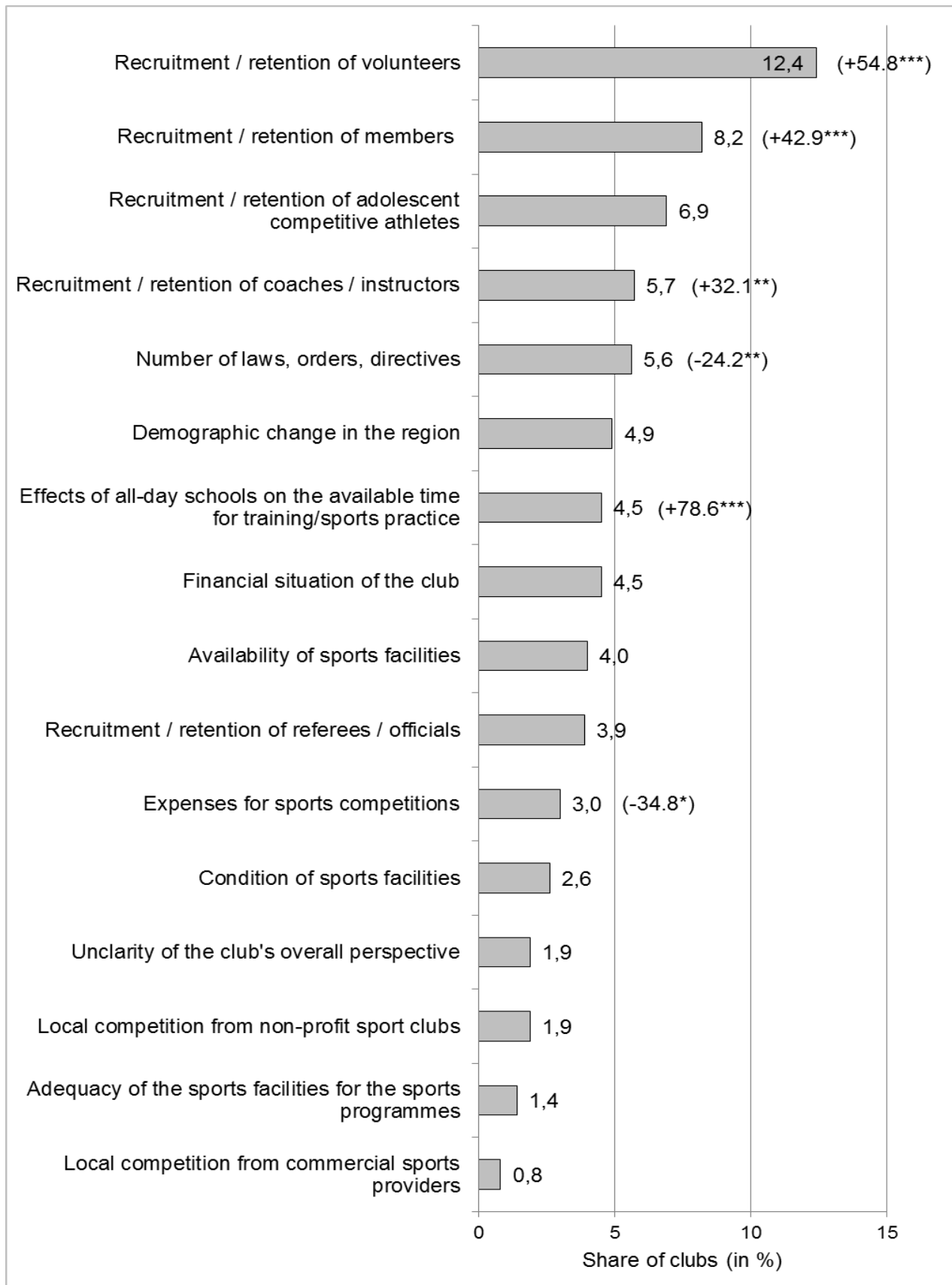


Figure 7: Share of sport clubs with existential problems and their development (in %; index in brackets: 2009=0).

### 3.2 Problems in the area of volunteers

Studying the general and existential problems has already shown that pressure resulting from problems related to the recruitment and retention of volunteers is particularly significant and continually increasing. This holds for the central volunteers as well as for the volunteer coaches and instructors. The results are backed by the fact that the majority of sport clubs indicate that they have struggled with recruiting and retaining central volunteers and coaches/instructors in the last two years. Here, the coordination of succession for central volunteers appears to be the biggest problem, as identified by a total of 55,900. Furthermore, the survey confirms that the problem of recruiting and retaining central volunteers is even bigger than recruiting and retaining volunteer coaches and instructors (see Table 14).

*Table 14: Problems in the area of central volunteers and voluntary coaches/instructors.*

Problem	Share of clubs (in %)	Clubs (total)
Coordinating the succession for central volunteers	61.3	55,900
Recruitment of central volunteers	58.8	53,600
Motivation of central volunteers	49.1	44,800
Retention of central volunteers	44.6	40,700
Recruitment of coaches and instructors	44.1	40,200
Coordinating the succession for coaches and instructors	41.0	37,400
Retention of coaches and instructors	32.4	29,500
Supporting further education and qualification of central volunteers	30.9	28,200
Motivation of coaches and instructors	25.7	23,400
Supporting further education and qualification of coaches and instructors	22.1	20,100

To cope with increasing problems concerning volunteers over 70 % of the sport clubs are implementing adequate measures, particularly focusing on the recruitment and retention of central volunteers and volunteer coaches/instructors (see Table 15). The predominantly applied measures include discussions, direct persuasion, and motivation (see Figures 8 to 11).

*Table 15: Measures undertaken to cope with the problems in the area of central volunteers and coaches/instructors.*

Measures against the problem	Share of clubs with respective problem (in %)	Clubs (Total)
Recruitment of central volunteers	71.7	38,400
Recruitment of coaches/instructors	70.6	28,400
Motivation of central volunteers	64.9	29,000
Retention of central volunteers	64.6	26,300
Retention of coaches/instructors	61.3	18,100
Motivation of coaches/instructors	59.8	14,000
Coordinating the succession for central volunteers	58.7	32,800
Coordinating the succession for coaches/instructors	58.7	21,900
Supporting further education and qualification of coaches and instructors	55.6	11,200
Supporting further education and qualification of central volunteers	52.8	14,900

Looking at the measures it becomes clear that the already mentioned measures discussions, direct persuasion, and motivation are dominant. Furthermore, specific public relations are used to recruit volunteers and coordinate their succession. In order to retain volunteer coaches and instructors, primarily financial incentives are used. For motivating coaches and instructors the situation looks similar, however measures such as courses, schooling, or instruction are used as well. In order to foster general volunteer motivation social measures are applied, such as convivial gatherings which are organised to strengthen the community. Furthermore, appreciation is used as intrinsic motivator. In order to foster the development of volunteers and expand their qualifications, measures such as courses, schooling, seminars, and instructions are primarily used (see Figure 8 to 11).

When asked about the success of the measures, 50 % of the sport clubs that have applied such measures answered that the respective measures have been effective with respect to volunteer coaches and instructors. The rate of success with respect to central volunteers lies slightly below this percentage. The measures with the least success or even no success at all were the ones which tried to foster the qualifications of the volunteers. Furthermore, one fifth of all clubs were not able to comment on the success of the undertaken measures.



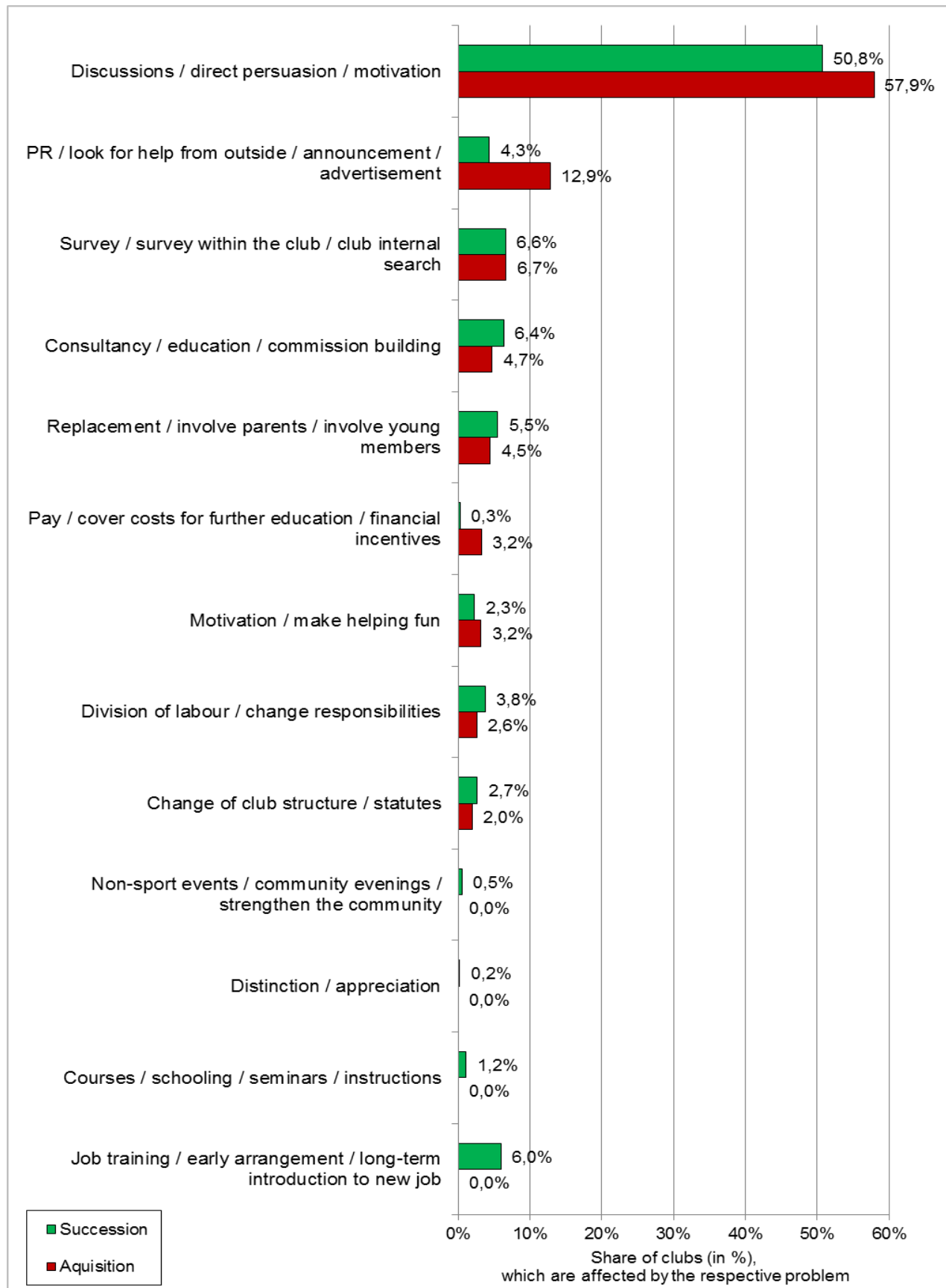


Figure 8: Measures to cope with problems regarding central volunteers (part 1).

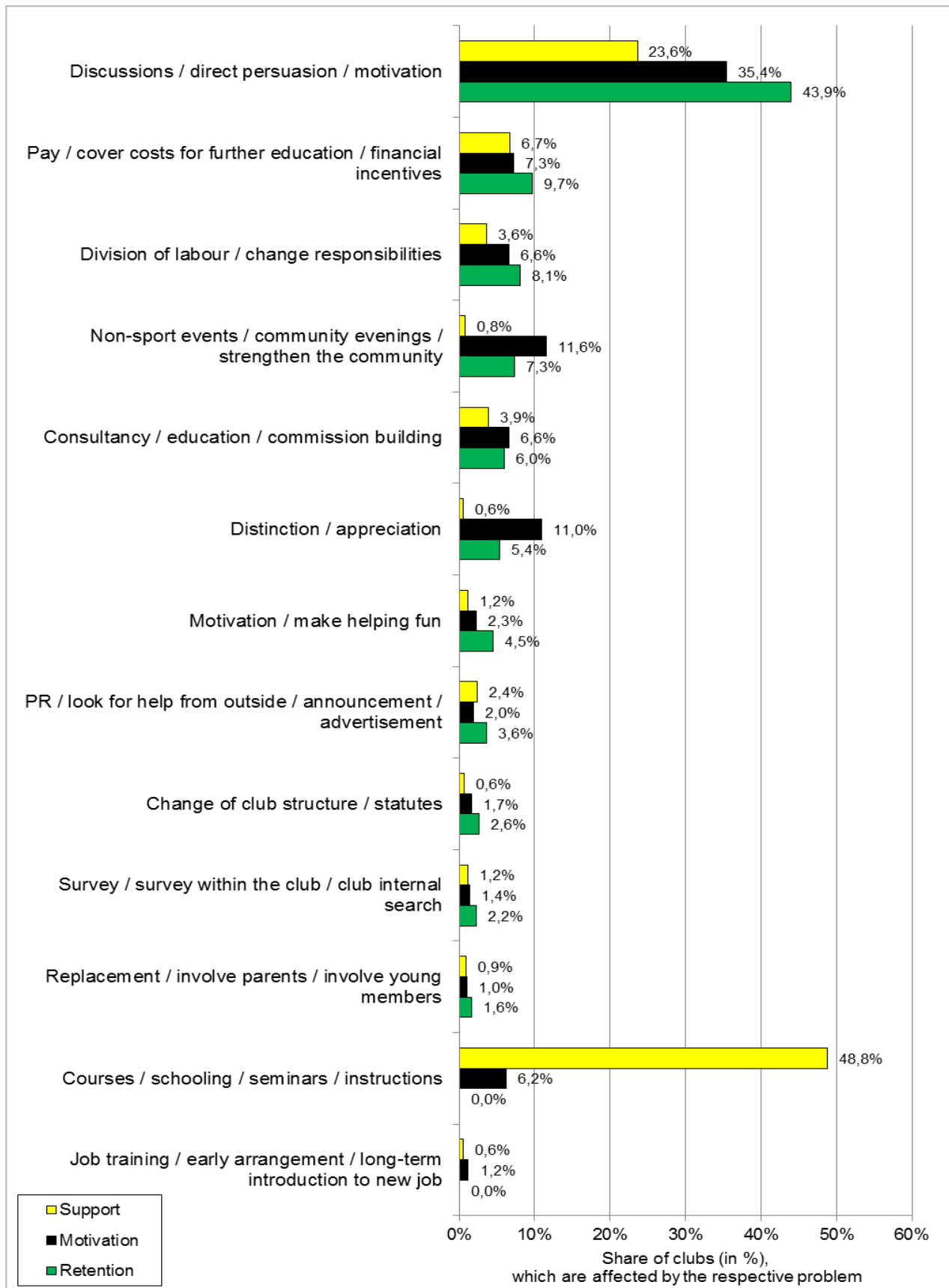


Figure 9: Measures to cope with problems regarding central volunteers (part 2).

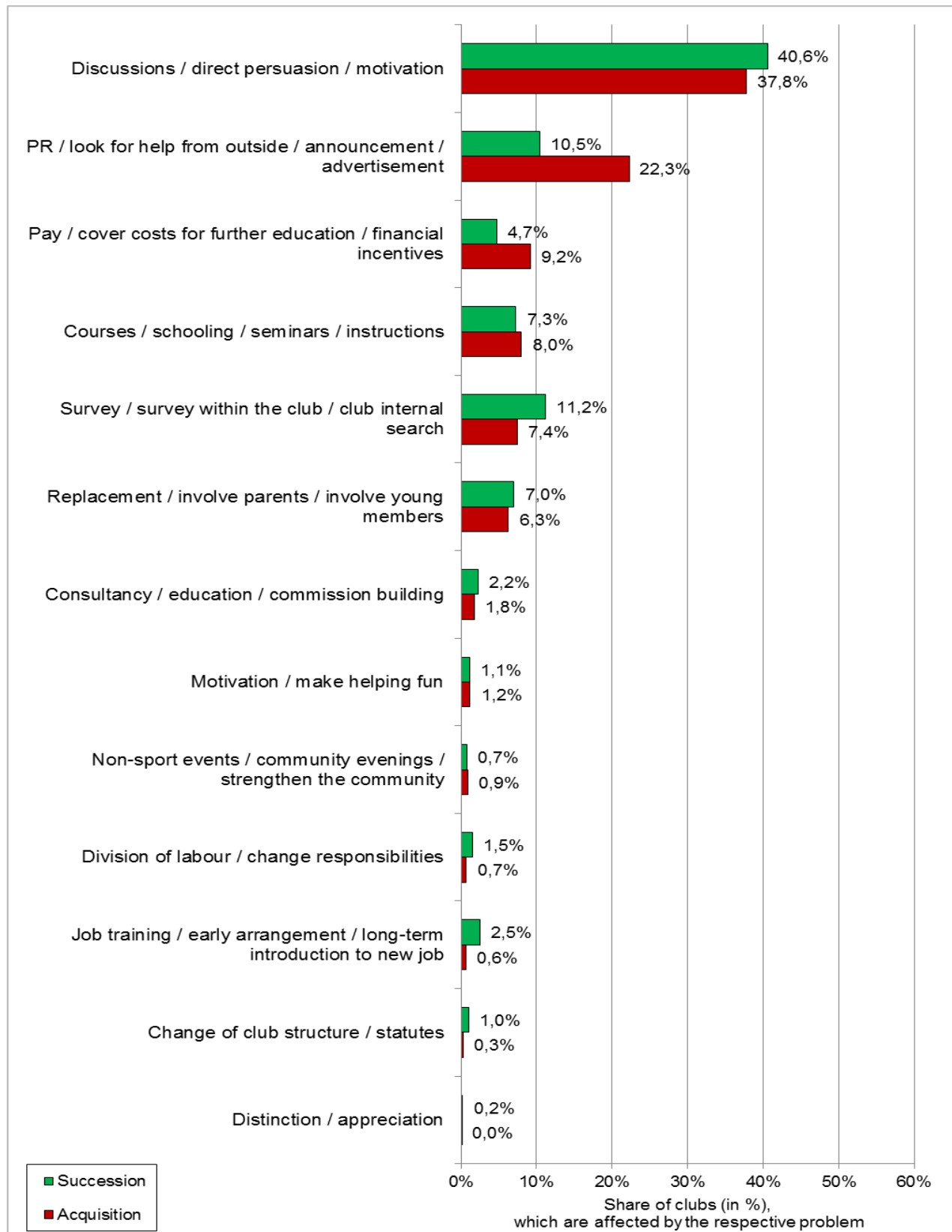


Figure 10: Measures to cope with problems regarding volunteer coaches/ instructors (part 1).

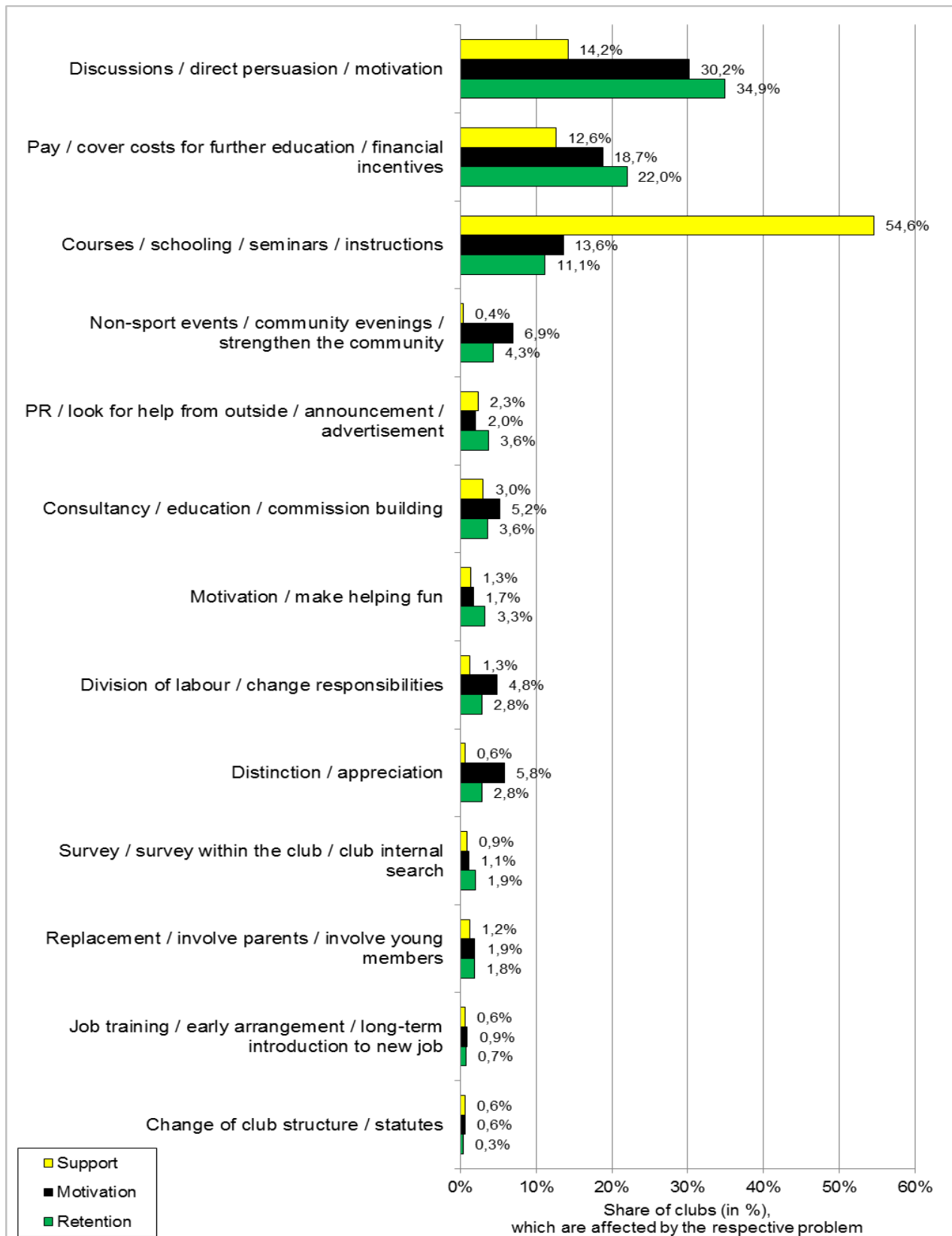


Figure 11: Measures to cope with problems regarding volunteer coaches/instructors (part 2).

### 3.3 Sports facilities

In total, 46.9 % of all sport clubs are in possession of club-owned sports facilities. This indicates a small decline in comparison to 2009. On the other hand, 61.6 % of all clubs (56,100 clubs in total) are using public sport facilities (also school facilities). This share has slightly increased. From all clubs using public facilities, 53.1 % have to pay. This share has also significantly increased (Table 16).

*Table 16: Use of club owned and public owned facilities and their development.*

	Share of clubs (in %)	Clubs (total)	Index (2009=0)
Use of club owned facilities	46.9	42,700	-8.0***
Use of public owned facilities	61.6	56,100	+5.1***
liable to pay fee	53.1	29,800	+17.8***

The most frequently used public facilities are gym halls. Almost 50 % of all clubs are using this type of public facility (see Table 17).

*Table 17: Use of different types of public facilities.*

Type of public facility	Share of clubs (in %)	Clubs (total)
Gym hall	49.6	45,200
Aerobic hall	10.6	9,700
Weight training room	4.5	4,100
Other rooms for sports and games	3.9	3,600
Small playing field <sup>11</sup>	8.5	7,700
Large playing field <sup>12</sup>	16.0	14,600
Track and field stadium	8.3	7,600
Recreational area	3.5	3,200
Indoor swimming pool: 25m	7.5	6,800
Indoor swimming pool: 50m	1.3	1,200
Indoor swimming pool: Teaching pool	4.1	3,700
Outdoor swimming pool: 25m	1.2	1,100
Outdoor swimming pool: 50m	1.9	1,700
Outdoor swimming pool: Teaching pool	0.3	300
Tennis courts	2.4	2,200
Other	13.2	12,000

<sup>11</sup> Standard size: 22 x 44 m.

<sup>12</sup> Standard size: 70 x 109 m.

Compared to the relatively large share of sport clubs using public sports facilities the share of clubs that are planning to acquire or have recently acquired such facilities is rather low with 4.2 %. However, with respect to expectations, this share is surprisingly high (see Table 18).

*Table 18: Acquisition of public sports facilities.*

	Share of clubs (in %)	Clubs (total)
Acquisition of former publicly owned facilities planned or acquired in the last five years	4.2	3,800

With respect to the age of the facilities it is noticeable that almost two thirds of all sports facilities are older than 30 years. Of these facilities about 68 % have been renovated or modernized during the last ten years. This means however that the remaining one third may be in need of renovation and modernization (see Table 19).

*Table 19: Age of sports facilities in use and renovation.*

	Share of clubs (in %)	Clubs (total)
Sports facilities in use older than 30 years	63.6	58,000
thereof renovated or modernised in the last ten years	68.2	39,500

When looking at the need for support in the field of sports facilities it is remarkable that over one third (35.5 %) of all clubs are not aware of the consultancy offers by the sports federations. On the other hand, more than half (51.9 %) of the clubs are aware of these offers and are satisfied with them, while 12.7 % are aware of them but are not satisfied with them.

### 3.4 Finances

On average, sport clubs in Germany spend the most on (1) coaches/instructors, followed by (2) maintenance and service of self-owned facilities, (3) equipment and clothing as well as (4) membership fees to sports organisations and (5) administrative staff. This shows that the averagely highest costs are attributed to the core processes and tasks of the sport clubs. Over the last two years no significant changes in the expenses have occurred (see Table 20).

*Table 20: Expenses of sport clubs in 2010 and their development (n.a.=not available 2009/2010).*

Expenses for...	Mean (in €)	Index mean (2009=0)	Share of clubs that have the expense (in %)
Coaches/instructors	7,668		58.7
Maintenance and service of self-owned facilities	5,495		45.6
Sport equipment and clothing	2,453		64.7
Membership fees to sports organisations	1,963		83.4
Administrative staff	1,962		11.0
Execution of own sports events	1,902		47.5
Rent and compensation for the use of other-owned sports facilities	1,655		39.6
thereof sports facilities fees	513	n.a.	23.1
Debt services (interest, etc.)	1,545		18.6
General administrative costs	1,489		58.1
Maintenance staff, ground keeper	1,405		18.6
Travel expenses for training and competition	1,391		34.3
Non-sports-related events (e.g. convivial gatherings)	1,360		48.9
Insurances	1,022		70.6
Taxes of all kinds	706		25.5
Payments to athletes	630		5.3
Accruals	591		12.3
Gema-fee	93		26.8
Other expenses	2,761		22.6

Regarding the revenues of German sport clubs, the highest revenues are generated from (1) membership fees, (2) donations, (3) public subsidies from the district/community, (4) self-managed restaurants, and (5) sport events. Also regarding the revenues, no significant changes could be observed compared to 2009 with the exception of revenues from convivial gatherings (e.g. club socials) which have significantly decreased over the last two years (see Table 21).

Table 21: Sport clubs' revenues in 2010 and their development (n.a.=not available 2009/2010).

Revenues from...	Mean (in €)	Index mean (2009=0)	Share of clubs with revenues in this area (in %)
Membership fees	17,781		100.0
Donations	3,203		72.8
Subsidies from the district/community	1,708		52.2
Self-managed restaurants	1,407		14.7
Sport events (revenues from entrance fees, etc.)	1,335		33.4
Subsidies from sports organisations	1,219		46.6
Convivial gatherings (e.g. club socials)	1,125	-22.7**	29.7
Cost-related services for members (e.g., fields, sports hall rent)	1,079		11.1
Sports course fees	977		14.0
Revenues from rent	953	n.a.	12.8
Sponsorship from boards	768		19.8
Sponsorship from shirts and equipment	552		11.1
Cost-related services for non-members	527		9.9
Subsidies from the federal state	476		21.8
Sponsorship from print advertisements	453		13.0
Raising of credit	384		2.3
Admission fees	381		27.8
Fund management (e.g., revenues from interest)	349		25.2
Subsidies from other support programmes (e.g., employment bureau)	294		2.9
Subsidies by support association	276	n.a.	5.3
Business operations	200		1.5
Revenues from services for cooperation partners	105	n.a.	3.1
Subsidies from the European Union (e.g., EU Structural Funds, SOCRATES, LEONARDO, JUGEND)	71		0.7
Sponsoring from broadcasting	59		0.3
Other revenues	2,464		17.2



The overall financial situation of German sport clubs is reflected in the profit-and-loss calculation of the clubs which is generated by subtracting the expenses from the revenues. It can be noted that 77.9 % of the sport clubs have at least a balanced profit-and-loss account. Compared to two years ago this share has increased by 5.5 % (see Table 22). This underlines the results of the problem scales which indicated on average decreasing problems with respect to financial matters (see section 3.1). However, this must not hide the fact that every fifth sport club in Germany still has a negative profit-and loss-account.

*Table 22: Profit and loss calculation of sport clubs and their development.*

	Share of clubs (in %)	Clubs (total)	Index (2009=0)
At least balanced profit and loss account	77.9	71,000	+5.5*

## 4 Divisions in sport clubs

### 4.1 Division management

On average, a voluntary sport club in Germany consists of 3.1 divisions (see Breuer, Feiler & Wicker, 2013). However, the survey of individual divisions showed that not every division has its own division management. When distinguishing between single- and multi-division clubs it appears that within the multi-division clubs the majority of divisions do have a division management (see Table 23). Amongst the researched sports, handball divisions within multi-division clubs have an own division management most frequently. This applies to 91.9 % of all surveyed divisions in this sport. Furthermore, 87.9 % of the tennis divisions in multi-division clubs have a division management and 84.1 % of the soccer divisions. Moreover, almost 80 % of all table tennis divisions in multi-division clubs have a separate management. The lowest share can be found in swimming divisions, where slightly more than half of the divisions have a separate management.

A different picture appears for the single-division clubs. As expected, considerably fewer clubs have a division management due to the fact that only one sport is offered. This should especially apply for smaller sport clubs.

*Table 23: Division management existent (sorted descending by percentage share of multi-division clubs with division management).*

Sport clubs divisions	Division Management existent	
	Single-division club (in %)	Multi-division club (in %)
Handball	19.5	91.9
Tennis	21.7	87.9
Soccer	49.7	84.1
Table tennis	30.6	78.8
Shooting	37.9	77.5
Scuba diving	27.3	72.5
Badminton	16.4	64.5
Track and field	14.5	63.4
Gymnastics/apparatus gymnastics	23.4	63.1
Volleyball	13.1	57.7
Swimming	24.4	52.5

In cases where a division management exists, there is on average more than one person involved (applicable to both single- and multi-division clubs). In soccer divisions, division management is staffed on average with 4.7 persons, followed by tennis with 4.3 persons, shooting with 3.9 persons and handball with 3.6 persons. In volleyball divisions, division management is staffed only with two persons on average (see Table 24).

Considering the working hours of persons involved in division management, once more soccer divisions, with 20.3 working hours per person and month, appear to be in first place among the surveyed sports. Following next are division managers from handball with 14.8 hours per month. Division managers from shooting divisions work on average 13.8 hours and in swimming divisions 13.5 hours per person and month (see Table 24). This data applies to single- and multi-division clubs, given that a projection is only possible on the basis of the total amount of divisions (see DOSB, 2010).

*Table 24: Number of persons and working hours in division management (sorted descending by added value per month<sup>13</sup> in €).*

Sport clubs divisions	Number of persons in division management (mean)	Working hours per person per month in division management (mean)	Total working hours per month (projection)	Added value per month (in €)
Soccer	4.7	20.3	2,452,300	35,558,690
Shooting	3.9	13.8	811,900	12,097,740
Tennis	4.3	11.4	472,700	6,900,700
Gymnastics/ apparatus gymnastics	2.3	8.5	401,300	5,738,070
Handball	3.6	14.8	251,100	3,665,410
Table tennis	2.6	8.9	218,300	3,231,570
Track and field	2.3	9.7	174,400	2,528,440
Volleyball	2.0	7.1	123,700	1,830,070
Badminton	2.2	9.4	86,600	1,247,150
Swimming	2.6	13.5	85,100	1,216,680
Scuba diving	2.1	10.6	20,700	308,460

Projecting these numbers onto the total number of clubs or divisions in the individual sports, a remarkable amount of hours worked by the respective division managements can be identified. In soccer divisions alone, division managers work in total around 2.4 million hours per month followed by shooting divisions with 812,000 hours, tennis with 472,000 hours and gymnastics with 401,000 hours of monthly work. And all this even though the expense allowance for volunteers in all surveyed sports lies below one Euro per hour, and moreover in half of all divisions no expense allowance is paid (see Table 25). This proves again the importance of volunteer work for sport clubs. The monthly added value created through the work of division managers in the surveyed sports approximate to € 6.76 million per division and henceforth represents a very important value for society.

<sup>13</sup> For the calculation of the added value see chapter 5.5.

*Table 25: Expense allowance for members of division management (sorted descending by mean of expense allowance).*

Sport clubs divisions	Expense allowance per hour	
	Mean in €	Median in €
Swimming	0.70	0.00
Gymnastics/ apparatus gymnastics	0.70	0.00
Badminton	0.60	0.00
Soccer	0.50	0.00
Track and field	0.50	0.00
Handball	0.40	0.00
Tennis	0.40	0.00
Table tennis	0.20	0.00
Volleyball	0.20	0.00
Shooting	0.10	0.00
Scuba diving	0.10	0.00

## 4.2 Coaches, instructors and caretakers

An important issue for the sport clubs and divisions is the supply of coaches and instructors, and furthermore the supply of other staff responsible for the care of the athletes. When asking for the supply of coaches and instructors in the respective divisions we found that two team sports — soccer (with on average eight coaches/instructors) and handball (with on average seven coaches/instructors) — have the most coaches and instructors available per division. Furthermore, it seems that swimming divisions, averaging five coaches/instructors, and divisions in the field of gymnastics and apparatus gymnastics, averaging four coaches/instructors, have a sufficient supply of coaches and instructors (see Table 26).

The vast majority of coaches and instructors in German sport clubs are involved on a voluntary basis (Breuer & Feiler, 2013). Nevertheless, some voluntary coaches and instructors receive an expense allowance within the scope of the instructor's payment<sup>14</sup>. Amongst the surveyed sports, the highest expense allowance for coaches and instructors per hour is paid in tennis and covers € 10.60, closely followed by soccer (€ 10.40) However one half of all soccer divisions provide no allowance for their coaches and instructors (see median) and

<sup>14</sup> During the survey period the instructor's payment did account for € 2,100 per year, from 2013 onwards it was raised to € 2,400 per year (see BMF, 2013).

in half of the tennis divisions the allowances are only € 6.00 per hour, meaning that in both sports the median is considerably lower than the average. Following at some distance are badminton coaches and instructors who are paid an hourly mean expense allowance of € 6.10. Again, the median indicates that in one half of the badminton divisions coaches and instructors are paid no expense allowance. In gymnastics divisions the median confirms the average: on average gymnastics coaches and instructors receive an expense allowance of € 6.00 per hour. Coaches and instructors from shooting sports receive the lowest expense allowance, with on average only € 1.40 per hour. Furthermore, half of the shooting sport divisions pay no expense allowance. Next to the already mentioned sports, soccer and badminton, the same applies for divisions from volleyball, table tennis and scuba diving (see Table 26).

*Table 26: Supply of coaches/instructors and their expense allowance (sorted descending by mean of expense allowance per hour)*

Sport clubs divisions	Number of coaches/instructors (mean)	Expense allowance per hour	
		Mean in €	Median in €
Tennis	2.4	10.60	6.00
Soccer	8.0	10.40	0.00
Badminton	1.5	6.10	0.00
Gymnastics/ apparatus gymnastics	4.0	6.00	6.00
Swimming	5.0	5.70	4.50
Handball	7.0	4.90	2.00
Track and field	3.1	4.40	2.00
Volleyball	1.8	3.60	0.00
Table tennis	2.6	3.50	0.00
Scuba diving	3.6	3.30	0.00
Shooting	2.6	1.40	0.00

Alongside the coaches and instructors, caretakers play an important role in sport clubs and their divisions. The division survey showed once more that, especially within team sports, a fairly large number of caretakers are involved. Within soccer there are on average 6.4 caretakers and respectively 4.7 caretakers in handball. The least caretakers on the other hand are involved in the volleyball (0.9) and badminton (1.1) divisions (see Table 27). It is noticeable, that volleyball and badminton already had the lowest number of coaches and instructors (see Table 26).

*Table 27: Supply of caretakers and their expense allowance (sorted descending by mean of expense allowance per hour).*

Sport clubs divisions	Number of caretakers (mean)	Expense allowance per hour	
		Mean in €	Median in €
Badminton	1.1	0.90	0.00
Swimming	2.5	0.90	0.00
Tennis	2.8	0.90	0.00
Gymnastics/ apparatus gymnastics	1.9	0.90	0.00
Soccer	6.4	0.70	0.00
Handball	4.7	0.70	0.00
Volleyball	0.9	0.60	0.00
Track and field	1.5	0.50	0.00
Table tennis	1.8	0.40	0.00
Scuba diving	2.0	0.30	0.00
Shooting	3.3	0.10	0.00

With regard to expense allowances there are distinct differences between caretakers and coaches and instructors. In all divisions the allowance for caretakers is below one euro per hour. Furthermore, in one half of the surveyed sports no expense allowance is paid at all (see Table 27).

### 4.3 Referees and officials

In order to maintain competitions, it is important for the clubs to provide referees and officials for the different sports. The survey of the respective divisions shows that the highest supply of referees can be found in handball divisions, with on average 4.2 in the divisions. Following second is another team sport namely soccer, with on average 2.6 referees per division. However, swimming divisions also provide a quite large number of officials — on average 2.3 for competitions. It is noticeable however, that with 2.2 appearances per year in swimming the number of appearances is considerably lower than for referees in team sports (see Table 28). This might be due to the organisational structure of team sports in leagues with regular match days, whereas competitions in individual sports take place in rather irregular intervals. The lowest number of referees/officials, within the surveyed sports, can be found in scuba diving and badminton divisions (see Table 28).

*Table 28: Supply of referees/officials and their appearances per year (sorted alphabetically).*

Sport clubs divisions	Number of referees/officials	Number of appearances per year
	Mean	
Badminton	0.3	1.4
Soccer	2.6	22.8
Handball	4.2	14.8
Track and field	1.4	1.9
Shooting	1.1	4.7
Swimming	2.3	2.2
Scuba diving	0.2	0.3
Tennis	0.6	1.9
Table tennis	0.5	2.8
Gymnastics/ apparatus gymnastics	0.7	1.1
Volleyball	1.3	2.8

Considering the expense allowances for the referees/officials of the respective divisions, it appears that the two team sports soccer and handball have not only the largest number of referees/officials but also on average pay by far the highest expense allowance. A referee in soccer receives on average an expense allowance of € 20.20 per appearance and € 15.50 in handball respectively. All the other sports or divisions pay their referees/officials less than € 4.00 per appearance. The next highest expense allowance is received by referees from tennis, with on average € 3.50 per hour. This large spread between the two team sports and the other surveyed sports can be confirmed when looking at the median. Half of the soccer divisions pay expense allowances of up to € 15.00 per hour. In half of the handball divisions the hourly expense allowance is up to € 14.80. On the other hand, half the divisions from all other surveyed sports do not pay their referees/officials any expense allowance at all (see Table 29).

*Table 29: Expense Allowance for referees/officials per appearance (sorted descending by mean in €).*

Sport clubs divisions	Expense allowance per appearance	
	Mean in €	Median in €
Soccer	20.20	15.00
Handball	15.50	14.80
Tennis	3.50	0.00
Track and field	2.90	0.00
Table tennis	2.90	0.00
Shooting	2.40	0.00
Swimming	2.20	0.00
Gymnastics/ apparatus gymnastics	2.20	0.00
Volleyball	1.70	0.00
Badminton	1.60	0.00
Scuba diving	0.40	0.00

#### **4.4 Volunteers within the special involvement context**

The importance of voluntary commitment has been highlighted in the previous section and will be further backed up in this section. Besides the volunteers who fill regular positions in sport clubs and divisions there is a multitude of, no less important, volunteers involved in special contexts such as organisation of events, practical work (e.g. putting up tents on match days), grocery shopping, carpooling, serving food and beverages, maintenance of the club website, delivering the club magazine and maintenance of the playing field and other sports facilities — just to mention a few. All these voluntary helpers add up to a considerable number of volunteers and donated hours. In soccer divisions of German sport clubs on average 30.8 voluntary helpers are active, each giving 7.6 hours of voluntary work monthly in order to support the division. Projecting this rate onto all soccer divisions in German sport clubs results in a total of 792,000 volunteers within a special employment context and a workload of roughly 6 million hours provided on a monthly basis. But also in other sports examined here, many volunteers are involved. In handball divisions on average 28.9 persons carry out tasks voluntarily, 27.2 in shooting divisions and 26.7 in tennis divisions. Again, projecting these numbers results in impressive workloads carried out voluntarily every month. The 257,000 volunteers in tennis divisions in German sport clubs provide 2.1 million working hours per month. In shooting also, nearly two million hours are provided by the 410,000 volunteers and in handball divisions approximately 136,000



volunteers work over one million hours per month without getting paid. In gymnastics the number of voluntary helpers is a bit lower and the working hours per volunteer are slightly lower on average. However, due to the large number of sport clubs with gymnastics divisions, the projection yields roughly 244,000 voluntary helpers and a total workload of more than 952,000 hours per month. Besides the gymnastics divisions, divisions from another individual sport, namely track and field, yield impressive numbers. Here, more than 155,000 volunteers provide a monthly workload of 606,500 hours. From the amount of working hours provided voluntarily a considerable added value<sup>15</sup>, which is generated monthly by the volunteers of the respective divisions, can be obtained (see Table 30).

*Table 30: Number and workload of volunteers in the respective divisions of the sport clubs (sorted descending by monthly value added in €).*

Sport clubs divisions	Number of volunteers (Mean)	Working hours per person per month (Mean)	Total volunteers (Projection)	Working hours per month (Projection)	Added value per month (in €)
Soccer	30.8	7.6	791,700	6,016,900	90,248,400
Tennis	26.7	8.3	257,400	2,136,400	32,051,500
Shooting	27.2	4.8	410,300	1,969,400	29,544,400
Handball	28.9	7.6	136,200	1,035,100	15,524,200
Gymnastics/ apparatus gymnastics	11.9	3.9	244,200	952,400	14,288,500
Track and field	19.9	3.9	155,500	606,500	9,099,000
Table tennis	13.1	3.7	123,600	457,300	6,860,400
Volleyball	10.1	3.4	88,000	299,200	4,485,500
Badminton	10.6	3.7	44,400	164,300	2,463,800
Swimming	13.9	4.6	33,700	155,000	2,324,900
Scuba diving	15.6	4.3	14,500	62,400	935,800

Further interesting results can be found when looking at the number of volunteers with a special employment context in the respective divisions subject to division size<sup>16</sup>. In the vast majority of the examined sports, the number of volunteers increases with the division size — meaning the more members in a division, the

<sup>15</sup> For the calculation of the added value see chapter 5.5.

<sup>16</sup> The classification of the division size is based on the quartile of the division size (see also Breuer, Feiler & Wicker, 2013).

more volunteers are involved in this division. This trend can be confirmed for soccer, handball, shooting, swimming, tennis, table tennis and gymnastics. Especially noticeable is this development in handball divisions. Small divisions with up to 34 members have on average 2.2 volunteers, whereas large divisions with more than 129 members have almost 60 volunteers. There was no clear trend identified in badminton, track and field, volleyball or scuba diving (see Table 31).

*Table 31: Number of volunteers in the respective divisions of the sport clubs, by division size (MB=Members).*

Sport clubs divisions	Up to 34 MB	34.1 to 69.6 MB	69.7 to 129 MB	More than 129 MB
Badminton	8.4	12.3	10.1	13.6
Soccer	13.2	24.0	31.7	39.7
Handball	2.2	11.4	19.9	59.6
Track and field	n/a	17.8	19.0	17.0
Shooting	17.0	24.7	29.2	35.8
Swimming	6.9	7.2	13.5	19.5
Scuba diving	7.6	20.2	15.5	17.9
Tennis	10.5	22.7	24.5	31.6
Table tennis	6.5	11.0	14.9	18.3
Gymnastics/ apparatus gymnastics	7.6	9.3	13.2	14.6
Volleyball	5.6	10.3	12.8	10.8

Looking at the volunteer structure with regard to gender, it appears that the surveyed divisions predominantly recruit male volunteers. Gymnastics divisions represent an exception here. Roughly 70 % of the volunteers in these divisions are women. In swimming divisions the gender distribution is almost balanced. Noticeably low is the proportion of women in table tennis divisions. Only 17.5 % of all volunteers in these divisions are female. In soccer divisions, male volunteers clearly outnumber their female counterparts as well: here only one fifth of the volunteers are female. In shooting divisions at least one quarter of the volunteers is female. In the remaining sports the proportion of female volunteers lies between 32.1 % in volleyball and 39.5 % in track and field divisions. Further looking at the proportion of females in the overall adult members<sup>17</sup> it appears that in gymnastics, swimming, track and field, tennis, volleyball, and table tennis the share of female members is slightly higher than the proportion of female volunteers. In badminton divisions the share of female members (36.7 %) almost matches the share of

<sup>17</sup> Calculated based on data in the annual survey of sport clubs (DOSB-Bestandserhebung 2010) for adults aged 19 and older in the different sports federations (see DOSB, 2010).

female volunteers (37.0 %). In the remaining sports the share of female volunteers lies slightly above the share of female members (see Table 32).

*Table 32: Share of female volunteers and members in the respective divisions (sorted descending by volunteers).*

Sport clubs divisions	Female volunteers (Share in %)	Female members (Share in %)
Gymnastics/ apparatus gymnastics	69.1	73.9
Swimming	48.5	53.4
Track and field	39.5	48.2
Handball	38.0	33.5
Badminton	37.0	36.7
Tennis	34.4	39.2
Scuba diving	33.5	28.0
Volleyball	32.1	45.6
Shooting	25.3	23.6
Soccer	20.2	13.8
Table tennis	17.5	20.0

## 5 Methodology

### 5.1 Background

The Sport Development Report – “Analysis of the situation of sport clubs in Germany” — present an advancement on former financial and structural analyses of sports in Germany (FISAS). The objective is to provide policy-makers in organised sports as well as decision-makers in sports politics and administration with managerial and political information (knowledge of argumentation and knowledge of action). With the aid of this support, the competitive ability of organised sports should be sustained in times of a dynamic social change. This project is financed by the 16 land sports confederations, the German Olympic Sports Confederation (GOSC) as well as the Federal Institute of Sport Sciences (BISp)<sup>18</sup>. On July 7<sup>th</sup> in 2011 Univ.-Prof. Dr. Christoph Breuer from the Institute of Sports Economics and Sport Management of the German Sport University Cologne was assigned to carry out the fourth, fifth, and sixth wave of the Sport Development Report. The central methodological idea was to create a panel design, which means that the same sport clubs should be questioned on their situation every two years. Therewith, the first four waves of the Sport Development Report (2005/06, 2007/08, 2009/10 and 2011/12) present systematic information about the sport clubs’ development for the first time.

### 5.2 Sample and response rate

This survey was conducted from November 10<sup>th</sup> 2011 to January 10<sup>th</sup> of 2012 by means of an online survey, so there was no change in methods compared to the first three surveys. The sample was based on the e-mail addresses of sport clubs which were provided by the federal sports confederations. Out of the 91,148 existing sport clubs in Germany, 68,081 addresses were made available. After the deletion of duplicated e-mail addresses, 67,708 sport clubs were contacted via e-mail. Sport clubs that could not (due to false e-mail addresses) or would not participate for whatever reason (n=373) were taken out of the sample. Altogether, n=21,998 interviews were obtained, which equals a response rate of 32.5 % (see Table 33). Compared to the third wave conducted in 2009/10 the sample size has increased by 13.7 %.

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<sup>18</sup> Reference Number IIA1-081801/11-17.

*Table 33: Sample of the Sport Development Report 2011/2012 for Germany.*

Sport Development Report 2011/12	N	Share of sample I (in %)	Share of sample II (in %)
Population	91,148		
Sample I	68,081	100.0	
False e-mail addresses, person is not part of the club anymore, club no longer exists/or in the process, refusal	373		
Sample II	67,708		100.0
Realised Interviews	21,998		
Participation (in %)	24.1	32.3	32.5

### 5.3 Weighting

The data analysis has been conducted with weighted values to represent the population of German sport clubs in a representative way. For this purpose, the data of the population as well as the sample have been segmented into groups by the size of the club according to membership numbers. Overall, the clubs have been segmented into five groups (under 100 members; 101 to 300 members; 301 to 1,000 members; 1,001 to 2,500 members and above 2,500 members). Next, the distribution of the groups in both the population data set and the sample data set has been identified. This procedure has been conducted for all federal sports confederations since not all data for the population size was available from all federal states. In the cases where only the data on clubs with e-mail addresses were available these data were used as the population of this state. In a next step a weighing factor for all cases, based on the distribution by size classes both in the population and the sample, has been determined. Finally, the sample has been weighed by this factor for the final analyses.

### 5.4 Longitudinal data and calculation of indexes

With regard to the construction of a longitudinal database, all sport clubs were given permanent ID numbers. The number makes possible an identification of the sport clubs which participated in the respective surveys. Altogether, n=8,302 sport clubs participated in both the 2009 and 2011 surveys<sup>19</sup>. This is equivalent to a retain-quota of 42.9 %.

<sup>19</sup> In 2009/10 n=19,345 sport clubs participated in the survey.

Beginning with the second survey, changes of the common welfare production as well as of the problems of German sport clubs can be measured, based on the longitudinal dataset. Throughout the presented fourth wave of the Sport Development Report developments are measured between 2009 and 2011, since this longitudinal dataset offers a more comprehensive and therefore reliable data base.

The extent of the development is quantified with the help of indexes which show the percentage changes. The calculation of the indexes is based on the value of the respective base year. For example, an index of +12 implies that (in the longitudinal dataset) the value in question has increased by 12 %. In the tables and figures the base year (year of the survey), depicted by the label "Index (2009=0)", refers to the Sport Development Report 2009/10. With reference to indexes it is important to recall that indexes can be large even if developments were small (e.g. the change of a value from 0.5 % to 1.5 % would result in an index of +200).

Moreover, it was checked whether the changes were statistically significant (test of significance: t-test). The underlying report will present only the significant indexes. The probability of error which is important in order to determine the significance is demonstrated with the common designation (see Table 34).

*Table 34: Overview of the probabilities of error in statistical calculations and their designations.*

Symbol	Meaning
*	significant, the probability of error of the calculation is equal/less than 5 %
**	very significant, the probability of error of the calculation is equal/less than 1 %
***	highly significant, the probability of error of the calculation is equal/less than 0.1 %

## 5.5 Data analysis

The analysis in chapter 3.4 of this report is based on the financial reports of the sport clubs. It is necessary to mention that the information is based on the financial year immediately prior the survey. Therefore, the financial information in the Sport Development Report 2011/12 is based on the financial year 2010.

During the analysis of the financial data parts of the sample appeared to be biased. Partially, financial information was provided in a non-comprehensible way. This affects the revenues as well as the expenses. For that reason, as in the

previous three waves of the Sport Development Report, a finance filter was applied for the analysis of the club finances. To obtain reliable results, the following criteria were applied retrospectively:

- (1) Revenues from membership fees > (Number of members x € 0.50),
- (2)  $4 > \text{Revenues/Expenses} > 0.25$ .

In the fourth wave n=2 outliers were omitted for not fulfilling the criteria with respect to their club finances. With this quality filter it was possible to lower the variance significantly. Overall, that applies to 91.9 % of the clubs which provided information about their club finances in the fourth wave. Thus, the analysis is based on only those clubs that fulfil the named criteria.

The projections in section 4.1 and 4.4 regarding the total workload of division managers and the total number of volunteers and their workload in the divisions is based on the total number of divisions in the selected sports retrieved from the DOSB annual survey (see DOSB, 2010). Furthermore, the calculation of the value added is based on a wage rate of € 15.00 per hour. For calculating the value added by division management per month, the expense allowance they received was subtracted from the € 15.00 before projecting the total value.

## 6 References

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